

Department of Housing and Community Affairs Performance Review

Rick Nelson, Director DHCA
February 5, 2013

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **DHCA IT Update**
 - Existing CountyStat Follow-up Items
 - Overview and proposed performance measures for new IT systems
- **DHCA MC311 Performance Update**
 - Overview of completed and ongoing DHCA MC311 process improvements
 - Review of DHCA MC311 SLA performance
- **FY12 Headline Measure Performance**
 - Total affordable housing units produced and preserved
 - County cost per unit of affordable housing that is preserved
- **Wrap-up and Follow-ups**



Meeting Goals

1. Develop performance measures to gauge the success of each of the department's four new IT systems.
2. Develop a timeline for measuring the success of the recent MC311 process improvements.
3. Update on DHCA's headline measure performance, with a focus on production and preservation of affordable housing units.



DHCA CountyStat Follow-up Items from 5/11/12

Complete

CountyStat will work with DHCA, other departments with code enforcement abilities, and MC311 to devise a technological solution which will simultaneously close Service Requests within departments' internal systems and Seibel.

In Progress

DHCA, with CountyStat, will work with other agencies to determine if there are other address based violations which can be add to DHCA's e-Property database and public website.

In addition to the IT updates listed above, DHCA has recently implemented:

- 1) The mobile codeCASE application which will be used by DHCA inspectors via iPads, replacing the need for paper forms in the field, and
- 2) The Licensing and Registration dashboard, an online customer interaction system.



https://dmf.montgomerycountymd.gov/2DHCA/CodeEnforcement/ViewCase.aspx?id=11234 - Windows Internet Explorer

File Edit View Favorites Tools Help

codeCASE Dev Open Montgomery - Mont... My Presets Springpad Spring It DHCA Intranet

CODECASE [Log Out]

Home

Case Number: 111234 Type: Solid Waste Violation Address: 07700 CHICAGO AVE

Inspector: Van Ekse Tax: Property Name:

Violations Notes

Add Violation

Violation Citation # ID 208669 Corrected Inspector Ekse01

Unit / PI Location Exterior Project Date 1/23/2013

Item Solid Waste Condition General Condition Action Remove and maintain grounds

Remove solid waste consisting of felled tree limbs/branches, countertop, boards, wood, glass, and other debris within 10 days and maintain grounds.

Add Note

Montgomery County Maryland

Resident Business Government Departments Online Services MC311

DHCA Licensing and Registration Dashboard

Property Information

License #: 4
Community Name:
Address: 52122 Augusta St.
City/State/Zip: Bethesda, MD 20816
Property Status: Pending How to Resolve
You are logged in as: Primary Contact

Current Account Balance: \$98.00

Dashboard Actions

Pay License/Registration Fee for this Property

Pay License/Registration Fee for Multiple Properties

Update License Status

Log Off Property Dashboard

If you need to update contact information for more than one property, please contact the DHCA Licensing Office at 240-777-3666.

Primary Contact

Name: Ms. Jean C Fulton
Company: Test Company
Street: 1234 Main Street
City/State/Zip: Main, MD 12345
Country: United States
Day Phone: 123-456-7890
Eve Phone:
Cell Phone:
Fax:
Email: jlynch@montgomerycountymd.gov

Agent Contact

No Information has been supplied for this contact.
type: Add Contact & Contact Address

Management Contact

No Information has been supplied for this contact.
type: Add Contact & Contact Address

Legal Agent Contact

Name: Jane Doe
Company:

http://dmf.montgomerycountymd.gov/apps/DHCA/online/search - PDM - Address/Communit...

File Favorites Tools Help

codeCASE Dev Open Montgomery - Mont... My Presets Springpad Spring It DHCA Intranet

Housing Rental Licensing

License Number	License Status	Tax ID	Address	Community Name
No records were found				

Housing Code Enforcement

Case Number	Address	Unit #	Date Closed	Nature of Complaint	Disposition Area	Disposition #	Property Name
54397	00100 MARYLAND	200	1/13/2005	This is a test case. Do not delete it.	unresolved	803	

Housing Landlord-Tenant

Case Number	Date Closed	Address
No records were found		

MPDU

Purchase

Address	Settlement Date	Control Period	Expiration Date
No records were found			

Rental

Address	Unit	Control Period	Community
No records were found			

Montgomery County Police

Date	Incident ID	Address	Offense(s)
4/6/2010 4:30:00 PM	200912200	100 MARYLAND ROCKVILLE 20850	Damage Property (Describe Offense)
4/6/2010 4:30:00 PM	200912200	100 MARYLAND ROCKVILLE 20850	Larceny (Describe Offense)

Property Tax MD Real Property Permits Rental Licensing Code Enforcement Landlord-Tenant MPDU Police



IT Updates: Automatic Siebel Updates

- **County departments and MC311 customers can get an accurate status of their service request without accessing multiple databases.**
 - Initial framework developed for future real-time connections between Siebel and legacy systems.
 - DHCA, MC311, and CountyStat can easily gauge the performance of the department's SLAs.

Proposed Performance Measure	Measure Detail & Status
<ul style="list-style-type: none">✓ This IT upgrade will feed in to existing measures of the department's MC311 SLA performance.✓ Additional proposals?	CountyStat will work with DHCA to develop a timeline for measuring the success of the integration.



IT Update: e-Property Address-Based Reporting

- **County departments and residents can use e-property to view DHCA and MCPD incidents at a particular address.**
 - Initial framework developed for future expansion to include address-based reporting from other County departments/agencies.
 - County departments and residents no longer have to search multiple databases for incidents at a single location.

Proposed Performance Measure	Measure Detail & Status
<ul style="list-style-type: none">✓ Number of County departments or programs reporting address-based data through e-Property.✓ Additional proposals?	CountyStat will work with DHCA to develop an inventory of all departments and programs which could eventually report address-based data through e-property.



It Updates: Use of Mobile Technology in the Field

- **Field inspectors use iPads to open DHCA's new codeCASE web app and directly access the department's database from the field.**
 - DHCA inspectors spend less time working on each case and reduce data transcription errors.
 - DHCA inspectors reduce the amount of time they must spend at the office, allowing for more efficient daily route-planning.

Proposed Performance Measure	Measure Detail & Status
✓ Time saved (in minutes) by using iPads versus using existing paper forms.	DHCA will need to calculate average time spent filling the paper forms and transferring data to the Access database.
✓ Average daily caseload (number of cases) for field inspectors.	CountyStat will work with DHCA to determine the best way to calculate average daily caseload
✓ Average time to close a case.	
✓ Additional proposals?	



IT Updates: Online Customer Dashboard

- **Customers use the online dashboard to update their status, update their contact information, electronically pay their bills, and electronically print their license(s).**
 - DHCA begins to develop a comprehensive online billing system, eliminating the need for paper bills/mailings, laying the foundation for a 100% “green” option for customers.
 - Customers save time and money by not having to do business in person or via paper mail.

Proposed Performance Measure	Measure Detail & Status
✓ Percent of customers using the online dashboard versus other methods of interaction.	CountyStat will work with DHCA to develop a means to track the percent of customers using the online dashboard versus those using other methods of interaction.
✓ Progress towards timeline for implementing a 100% web-based interface option.	DHCA needs to develop a timeline for implementing a paper mailing opt-out option.
✓ Additional proposals?	



DHCA MC311 Business Process Improvements

- **Summer 2012:**
 - Review and update of KBAs/SLAs

- **December 2012:**
 - Real-time closure of cases in legacy system
 - Automatic closure of cases in Siebel

- **Ongoing:**
 - As a component of the department's website re-design process, DHCA is working to leverage MC311 KBAs as a primary information source for customers, including linking from KBAs to pertinent sections of the DHCA website, or the e-Property site.
 - One aspect of the website re-design will include re-thinking the department's "Contact Us" page, which includes an inquiry form through which customers can directly contact the department, bypassing MC311/Siebel.



Bypassing MC311/Siebel

Compose and send email

Home | Translate

SEARCH

RESIDENTS **GOVERNMENT** **BUSINESSES** **CULTURE & LEISURE**

Department of Housing and Community Affairs

Welcome | Housing | MPDU | Workforce | Code Enforcement | Landlord & Tenant | Community Programs
Reports | Resource Center | Complaints | Licensing | Committees, Commissions and Boards | Español | Contact Us

Contact Us

To send a message regarding DHCA's programs or web site, please click the appropriate category and link below. (In order for us to better serve you, please include your phone number and address.)

[DHCA Organization Chart](#)

Department of Housing and Community Affairs
100 Maryland Ave., 4th fl
Rockville, MD 20850
240-777-3600

Housing

- [Housing Code Enforcement](#)
- [Landlord - Tenant](#)
- [Licensing/Registration](#) [common ownership communities (condominiums, homeowner associations and co-operatives), landlord-tenant]
- [Moderately Priced Dwelling Unit Program \(MPDU\)](#)
- [Multi-Family Rehabilitation Loan Program](#)
- [Other](#)

Community

- [Federal Programs](#)
- [Commercial Revitalization](#)
- [Grants Administration](#)

Other

- [All other inquiries](#)

MC311
ANSWERING TO YOU

The Paperless Airplane

My Montgomery
Find County Service Locations Near You

Ride On
Montgomery County Transit

From (email):

To: Code.INTAKE

Subject:

Message:

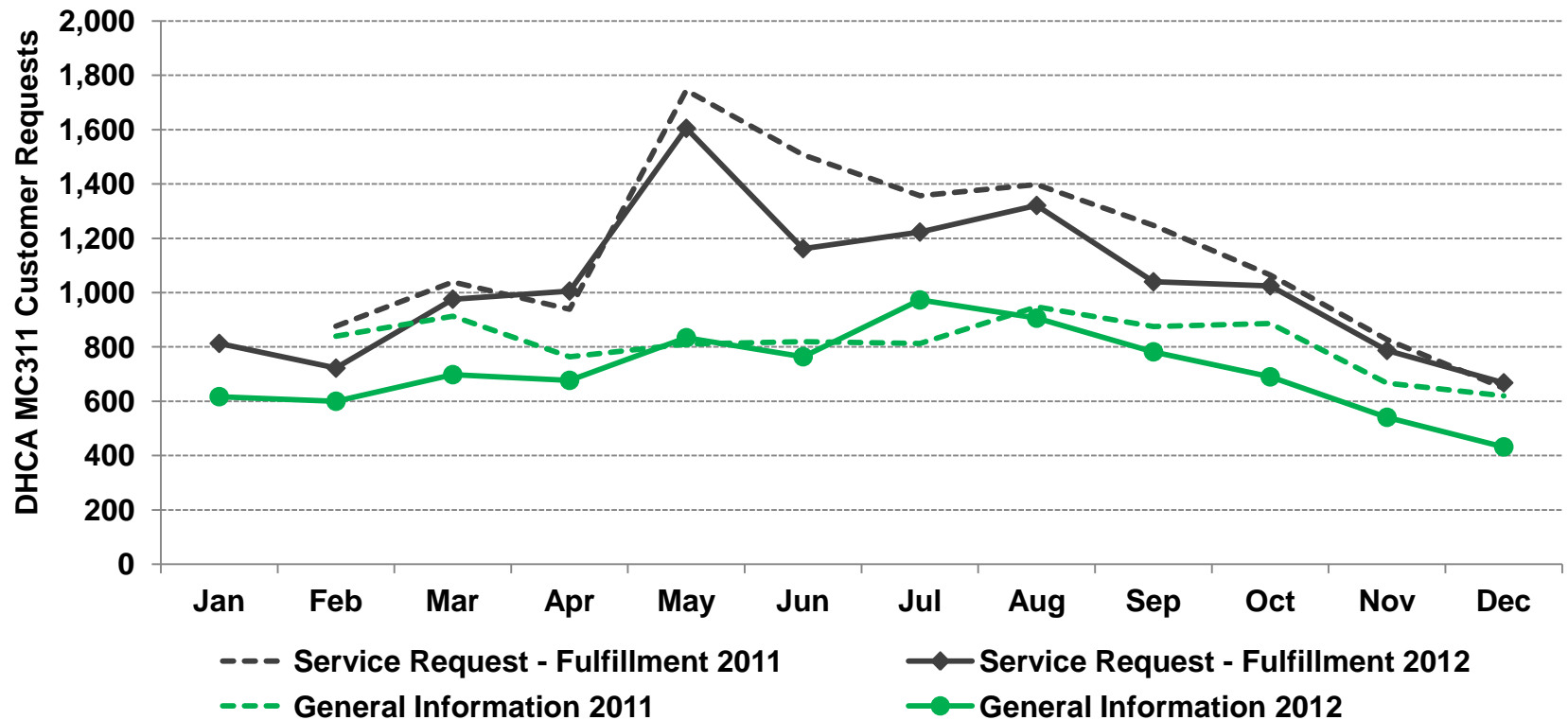
Department-Recommended Solutions:

- MC311 begin taking email communications using an email form with very minimal fields to complete, limiting the input to just enough for the CSR to determine how to correctly assign the SR.
- DHCA abandons their public email connections and limits customer inquiries to either calling MC311 or searching the MC311 database.



DHCA MC311 Monthly Customer Requests

Service Request-Fulfillment and General Information Calls



From CY11 to CY12, volume of Service Request – Fulfillment and General Information CRs were generally lower, though the monthly trends were similar.



Data as of 1/23/13

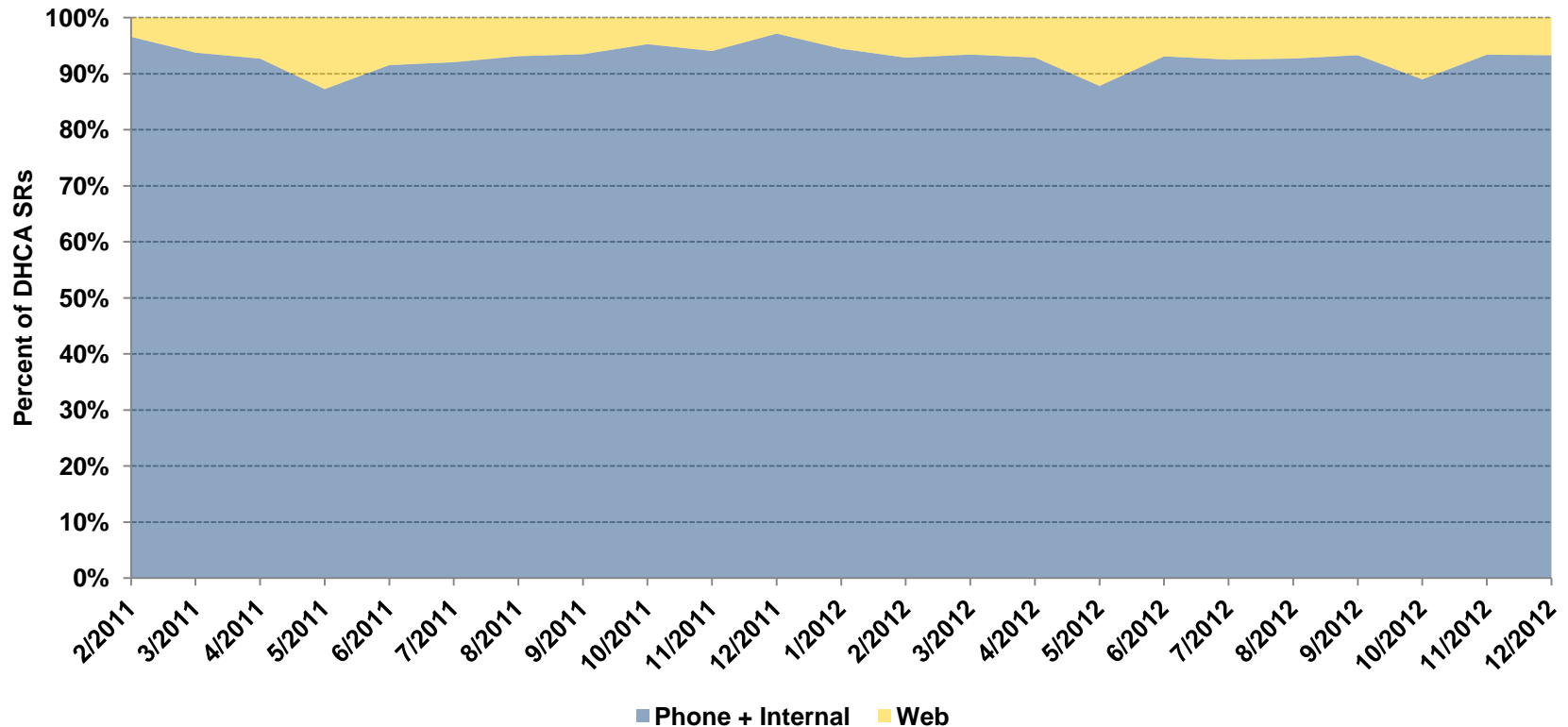
DHCA Performance
Review

13

02/05/2013

CountyStat

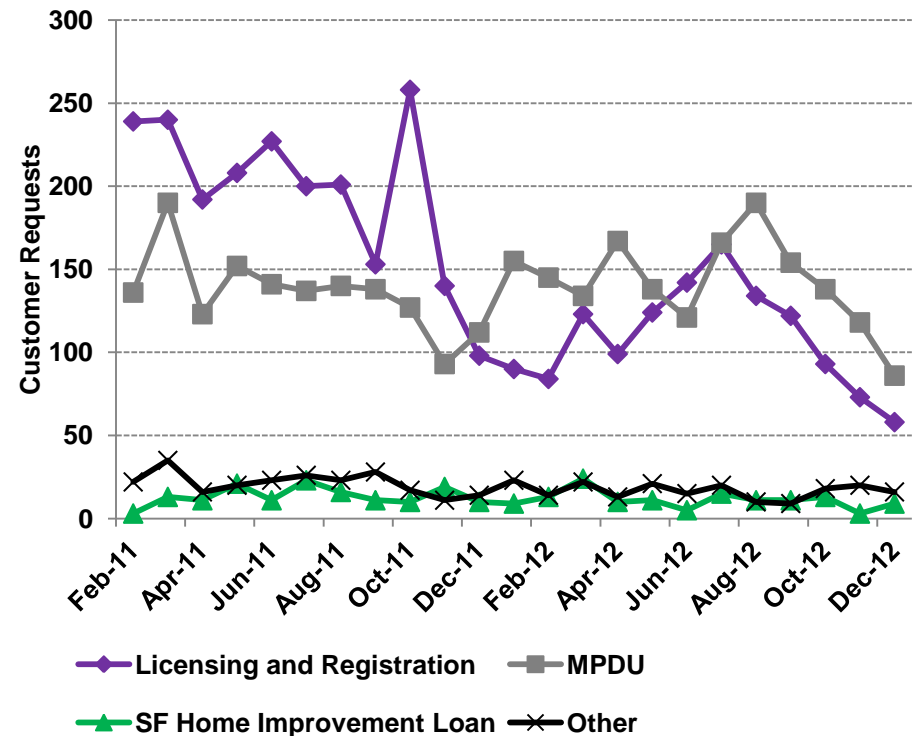
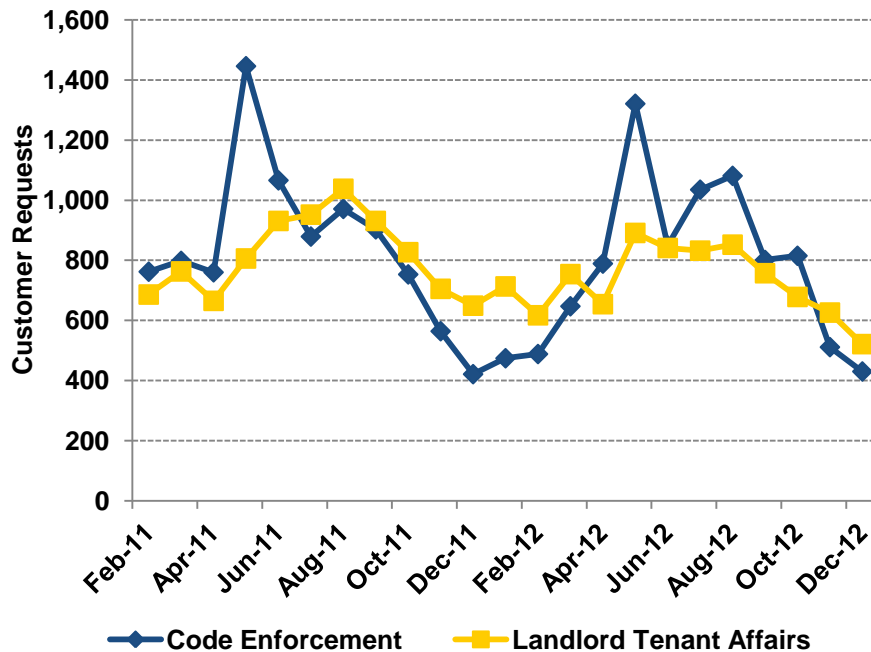
DHCA MC311 Customer Requests by Source



Web-based service requests peaked at 12-13% of all requests in May of 2011 and 2012, the same two months in which total volume of DHCA service requests peaked at about 2,600. On average, web-generated requests represent 7% of all DHCA SRs.



DHCA MC311 Customer Requests by Issue Area



While there are significantly fewer customer requests in the areas of licensing and registration and MPDU, it is important to note that the volume of licensing and registration requests have trended down since FY11, while MPDU requests have on average stayed relatively stable.

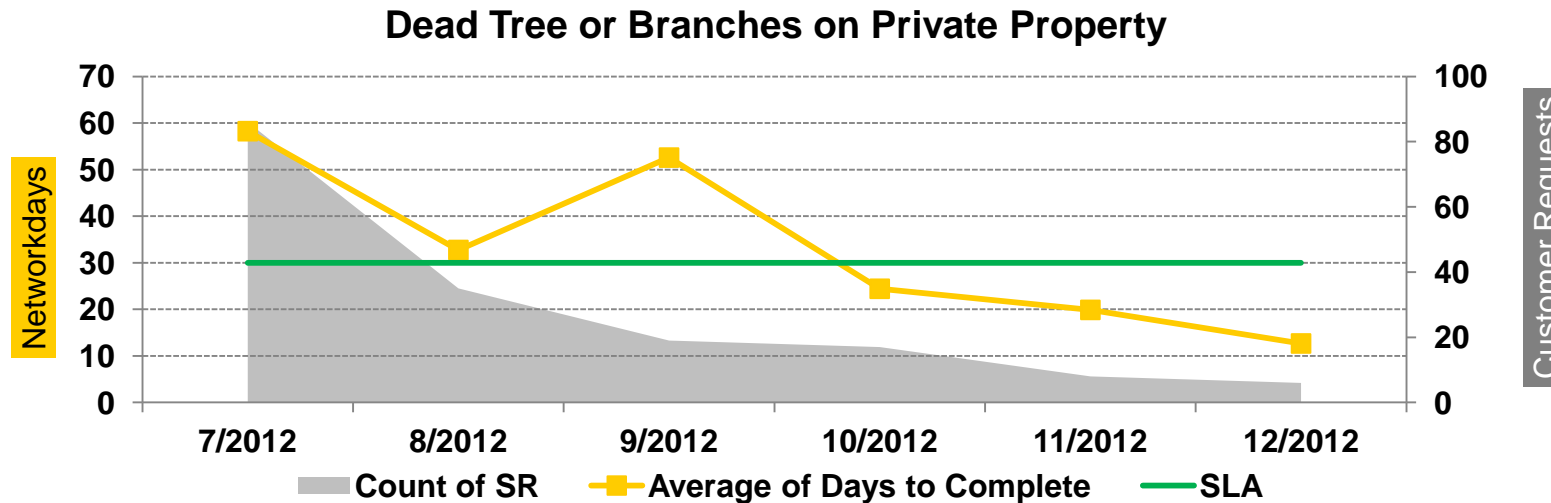
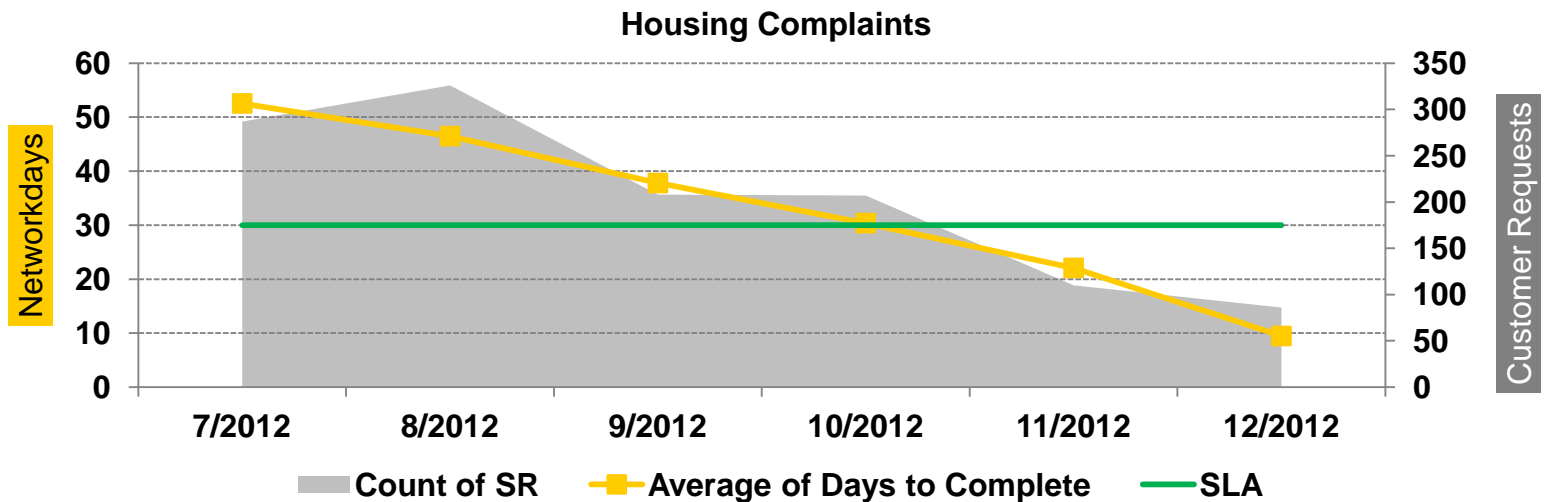


SLA Performance (Closed SRs opened from 7/2012-1/2013)

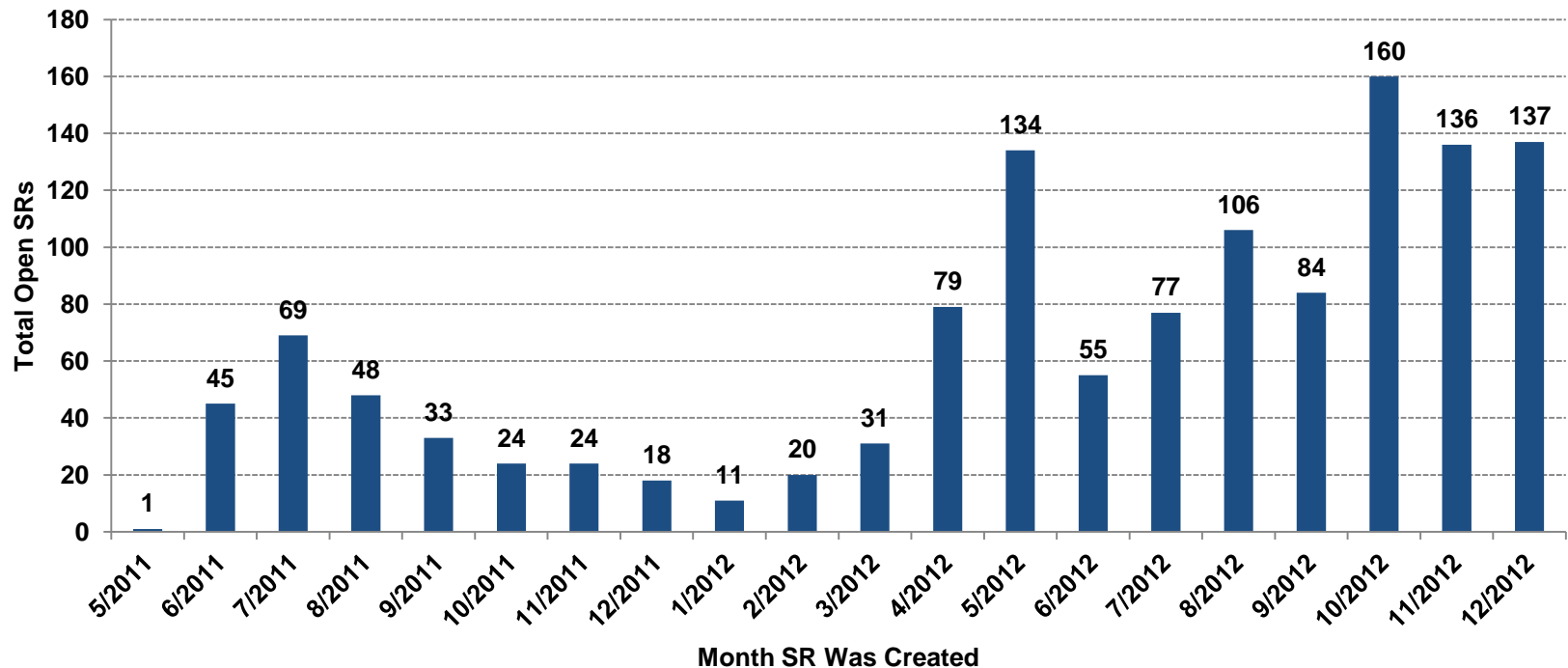
Attached Solution	Service Requests	SLA (days)	Average Days Above or Below the SLA
1) Landlord Tenant (LT) Complaints, Disputes or Issues	1,898	2	0
2) Housing Complaints	1,224	30	+9
3) Walk-in Landlord-Tenant Complaints	265	2	-1
4) Tall Grass on Private Property Where the Property is Occupied	230	20	0
5) Dead Tree or Branches on Private Property	171	30	+16
6) Untagged, abandoned, dysfunctional, or inoperable vehicle on private property	118	30	+10
7) Trash, Litter, Debris, Solid Waste on Private Property or Commercial Property	100	30	+6
8) Bedbugs, Roaches, Mice, Rat Infestation/Extermination in Residential Rental Units	92	30	+12
9) Applicability of County Landlord-Tenant Law	82	2	0
10) Tall Grass on Private Property Where the Property is Vacant or an Unimproved Lot	78	20	+9
11) Eviction Process	73	2	-1
12) Landlord-Tenant Complaint Process	67	2	-1
13) Meaning/definition of Control Period on a Moderately Priced Dwelling Unit (MPDU)	57	2	+1
14) Complaint or Compliment Regarding DHCA Housing Code Enforcement Staff	46	3	+24
15) Overgrown Bushes, Shrubbery Encroaching Onto a Sidewalk or Roadway From Private Property	43	30	+4



SLA Performance (Closed SRs)












SLA Performance (Open SRs)



Despite the one-time batch closure of SRs which were closed in the legacy system but remained open in Siebel, there are currently 859 open SRs which are more than 3 months old.



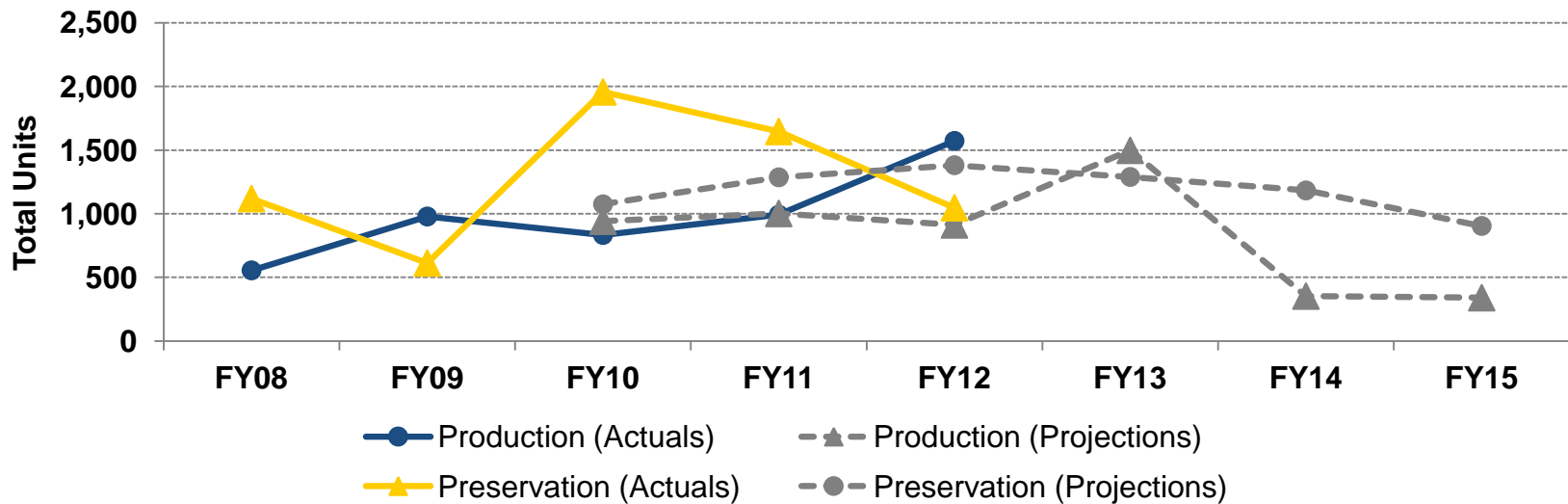
Overview of FY12 DHCA Headline Measure Performance

<u>Headline Performance Measure</u>	<u>FY11 Results</u>	<u>FY12 Results</u>	<u>Performance Change</u>
Total affordable housing units produced and preserved - Includes no cost units, units funded and available for occupancy, and units that have been funded and are in the pipeline	2,638	2,619	
County cost per unit of affordable housing that is preserved	\$14,611	\$4,761	
County cost per unit of affordable housing that is produced	\$47,513	\$52,063	
Percent of cases that achieve voluntary compliance in Code Enforcement cases before a citation is written	94.07%	94.22%	
Number of housing Code Enforcement repeat offenses - More than 2 cases in a 2 year period	102	153	
Percent of Landlord-Tenant cases mediated successfully: Cases not referred to the commission	98.93%	97.88%	
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Multi-family disputes (workdays)	33	31	
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Single-family disputes (workdays)	31	36	
Gains achieved in neighborhoods receiving Neighborhood Revitalization funding or services - Under construction	N/A	N/A	



Headline Measure #1:

Total affordable housing units produced and preserved



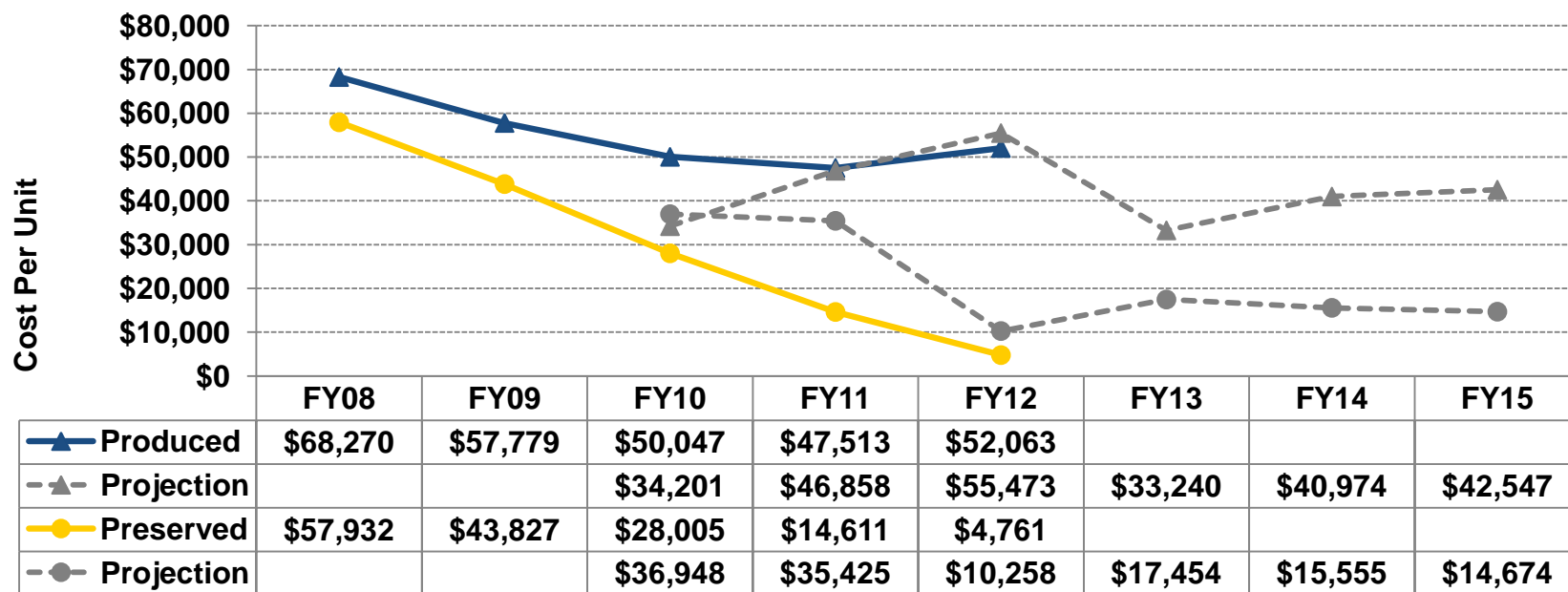
FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
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Total: Production + Preservation	1,674	1,591	2,790	2,638	2,619	2,787	1,536	1,244
Production Total	555	978	833	992	1,572	1,198	353	340
County Funded Units Online	103	536	385	497	278	1,222	101	76
No-Cost Units Online	116	242	114	184	201	203	213	224
Production Pipeline	336	200	334	311	1,093	73	39	40
Preservation Total	1,119	613	1,957	1,646	1,047	1,289	1,183	904
County Funded Units Online	34	426	336	802	766	849	898	610
No-Cost Units Online	131	0	700	404	0	100	105	110
Preservation Pipeline	954	190	921	440	281	340	180	184



Headline Measures #2 & 3:

County cost per unit of affordable housing preserved & produced

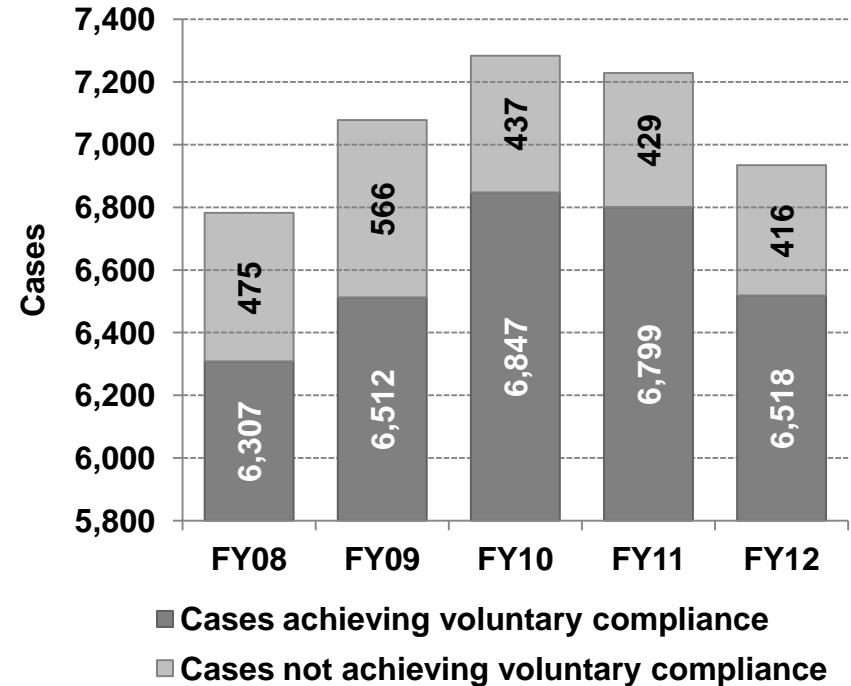
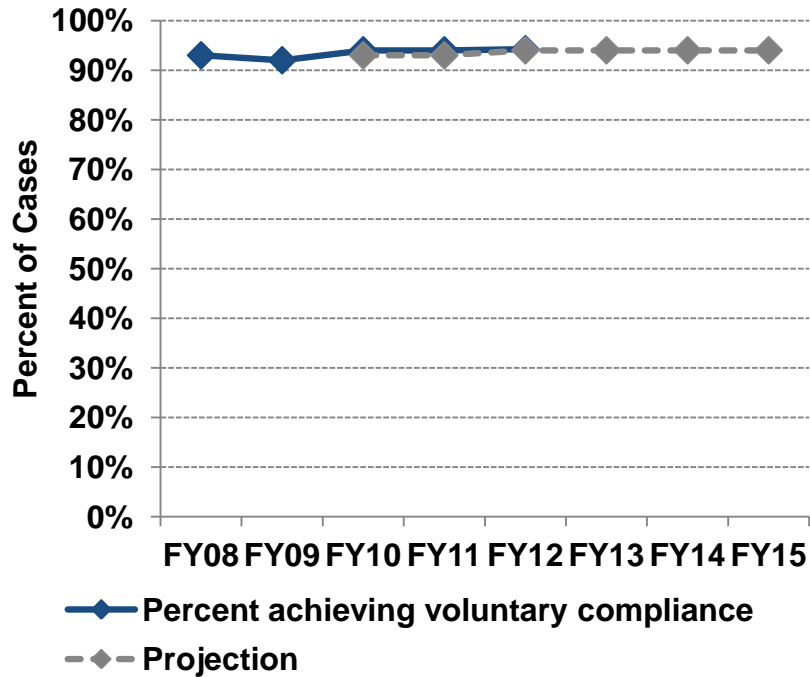


Between FY10 – FY12 DHCA administered a \$5.4 million DOE ARRA-stimulus grant, which provided energy-efficient improvements to housing occupied by low income residents thereby reducing their expenses and consumption of energy. Through this program HCA successfully preserved 1305 housing units at an average cost per unit of \$4,155. In FY13, HCA was awarded a State-funded \$2.6M grant to administer another weatherization program (EmPOWER Maryland), and between FY13-15 projects preserving 660 units at an average cost per unit of \$3000. This lower-than-typical cost per unit reduces the overall cost per unit for preservation programs.



Headline Measure #4:

Percent of cases that achieve voluntary compliance in Code Enforcement before a citation is written

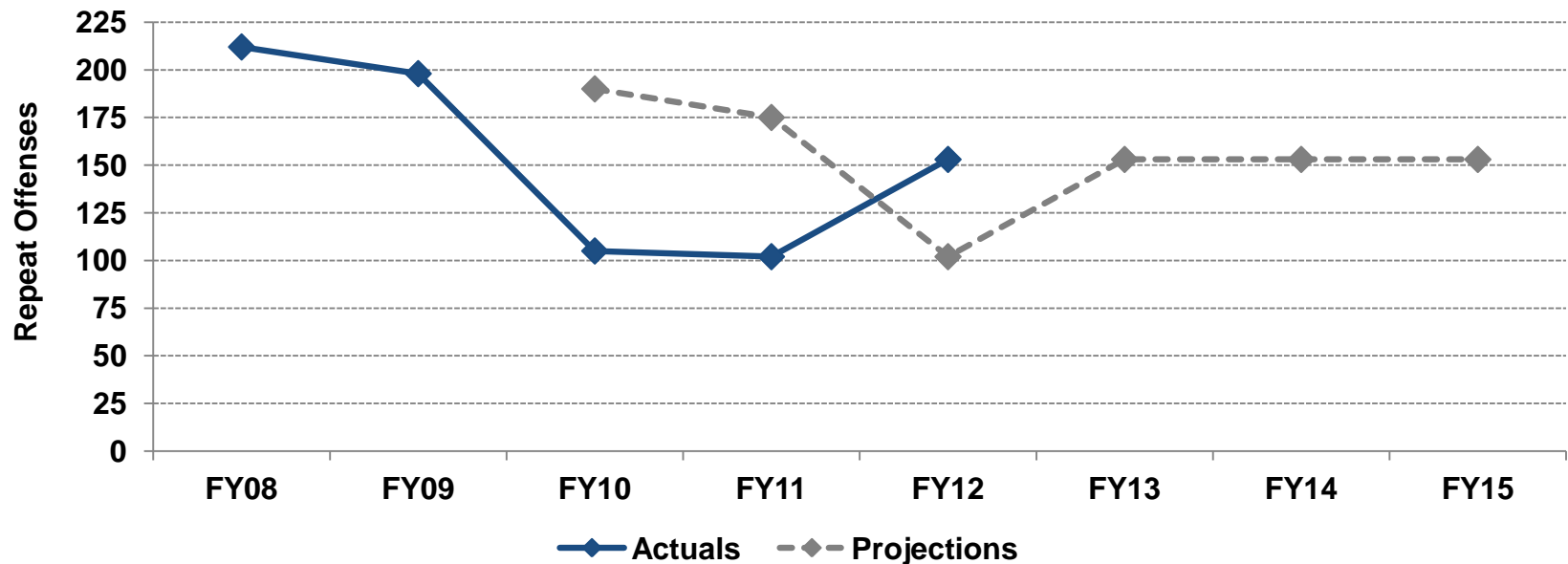


	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Actual	93%	92%	94%	94%	94%			
Projections			93%	93%	94%	94%	94%	94%



Headline Measure #5:

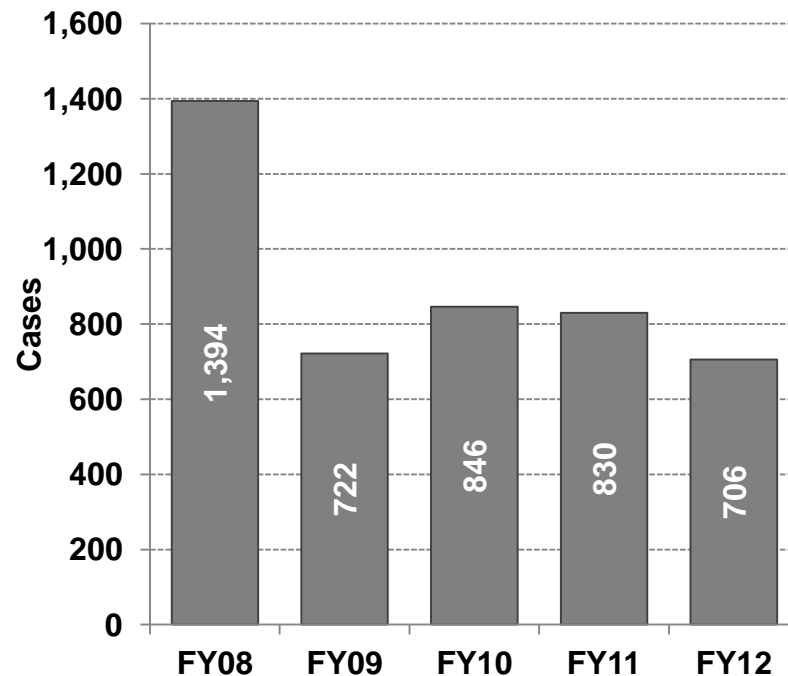
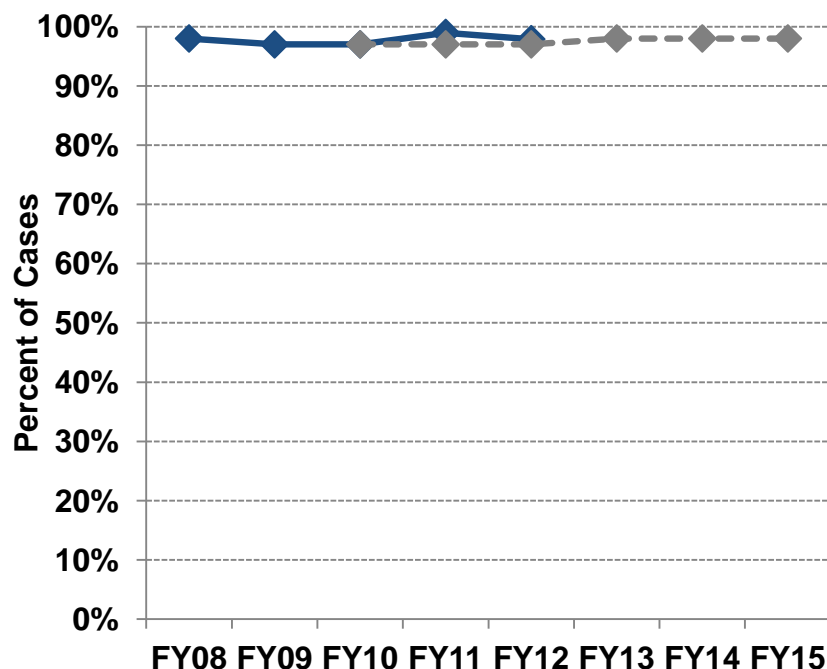
Number of housing Code Enforcement repeat offenses – More than 2 cases in a 2 year period



	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Actual	212	198	105	102	153			
Projections			190	175	102	153	153	153



Headline Measure #6: Percent of Landlord-Tenant cases mediated successfully: Cases not referred to the Commission



—◆— Actual

—◆— Projection

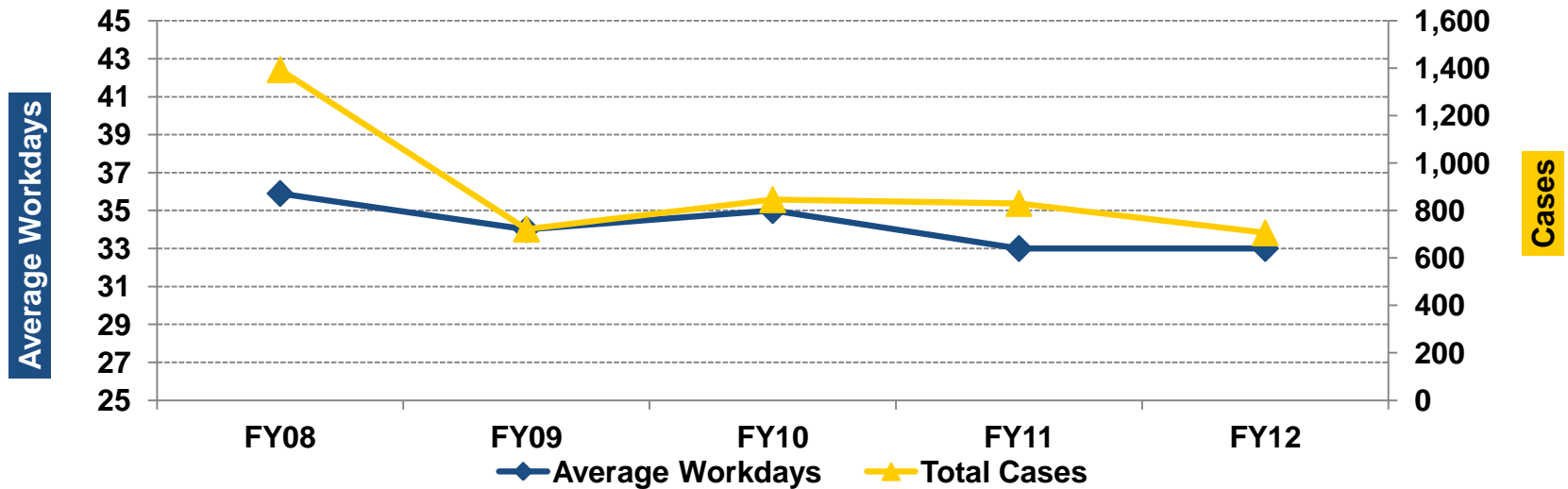
■ Total Cases

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Actual	98%	97%	97%	99%	98%			
Projections			97%	97%	97%	98%	98%	98%



Headline Measure #7:

Average Length of time required to conciliate landlord/tenant disputes that are not referred to the Landlord-Tenant Commission



	Actual					Projections		
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Average Workdays: All disputes	35.9	34.0	35.0	33.0	33.0	33.0	33.0	33.0
<i>Average Workdays: Multi-family disputes</i>	35	39	41	33	31	31	31	31
<i>Average Workdays: Single-family disputes</i>	38	46	47	31	36	36	36	36
Total Cases	1,394	722	846	830	706			



Headline Measure #8:

Gains achieved in neighborhoods receiving Neighborhood Revitalization funding or services

- This measure is under construction



CountyStat Recommended Follow-ups

1. Review DHCA's progress towards performance goals for the department's new IT systems.
2. Document development, implementation, and best practices for the bridge between DHCA's legacy system and Siebel.
3. Ongoing monitoring of DHCA's MC311 SLA performance through the SLA dashboard.
4. Ongoing monitoring of DHCA's headline performance measures through the CountyStat online dashboard, and the department's annual performance plan.
5. Grant CountyStat read-only access to DHCA's database.
6. Train DHCA inspectors to update status of individual service requests for locations with multiple requests.

